

The District of Columbia No Wrong Door Initiative

Semi-Annual Progress Report (October 2017)



Foreword

"The best way to predict the future is to design it." —Buckminster Fuller

The District of Columbia's No Wrong Door Semi-Annual Progress Report highlights activities, accomplishments, outcomes, and challenges for the second half of fiscal year 2017. The structure of the semi-annual progress report reflects the District's major areas of focus for its goals and objectives — Governance and Administration, Person Centered Counseling, Outreach and Engagement, Cultural and Linguistic Competency, and Streamlined Access to Public Programs.

Each section of the report includes:

- (1) Activities and accomplishments; how the activities and accomplishments helped us to reach our stated goals and objectives; and the partners who were involved;
- (2) Measurable Outcomes based on activities;
- (3) Challenges and the actions taken to address the challenges; and
- (4) Products developed during the reporting period and how they were disseminated.



Governance & Administration

*"There is nothing so stable as change."
— Bob Dylan*

Activities and Accomplishments

The District's No Wrong Door (NWD) initiative has organized its goals for Governance and Administration into three areas: building capacity, sustainability, and achieving consensus. During this reporting period, the District made progress in all three areas. The NWD Initiative accomplished the following in support of the District's stated goals and objectives:

- The NWD team participates on the interagency project management team that is overseeing the implementation of a new Multi-Agency Case Management System. As part of the implementation process, the NWD lead advises the team on implementing a unifying process for intake, eligibility, enrollment and access to LTSS for older adults and people with disabilities that is person- and family-centered and culturally and linguistically competent.
- The NWD resource portal was launched internally for government partners creating the first centralized LTSS information hub in the District that is easily accessible, simple to use, and accurate for people and staff that support them.
- DCOA, a NWD partner agency, as part of its Medicaid administrative claiming efforts, went live on October 1, 2016 with their Random Moment in Time study. DCOA has billed Medicaid, as planned, for the first three quarters in FY17. They estimate gaining an additional \$2.6 million in their 2018 budget as a result of Medicaid claiming.
- The No Wrong Door Initiative interagency Leadership Council continues to focus on providing guidance, strategic planning and sustainability with representation from our five core NWD agencies and the Mayor's Office of Veterans Affairs. As part of sustainability planning, members of the Leadership Council were interviewed to discuss cross-agency sustainability and coordination. As a result of the interviews, a sustainability plan was drafted highlighting areas of commonality, shared priorities and strategies for sustainability.
- DDS's No Wrong Door Initiative (also called DC Support Link) hosted an interagency summit focused on enhancing the front door experience for District residents in need of Long Term Services and Supports (LTSS) and their families. The summit was held on September 25, 2017 at the Kellogg Conference

Center for Gallaudet University. Front door staff across the District's Health and Human Services cluster were invited with the goals of: (1) Increasing their knowledge of the services and supports available from other District government agencies and community organizations; (2) Learning about DC Support Link and the new Resource Portal; (3) Discussing approaches to improving customer service with each other and with people in need of Long Term Services and Supports; (4) Providing input into strategies for improving the customer experience at the front door and (5) Creating networks for ongoing collaboration.


- The summit was attended by seventy-three staff across six District health and human service agencies and the Mayor's Office of Veterans Affairs. The agencies involved were Department on Disability Services (DDS), DC Office on Aging (DCOA), Department on Health Care Finance (DHCF), Department of Behavioral Health (DBH), Child and Family Services Agency (CFSA), Department of Human Services (DHS) and the Mayor's Office of Veterans Affairs (MOVA). Attendees: (1) gained knowledge on national best practices in person and family centered thinking and cultural and linguistic competence to enhance the front door experience for people in need of LTSS; (2) participated in an interagency speed networking activity and a managers' break-out session to enhance networks of ongoing collaboration; and (3) participated in the internal launch of the DC Support Link resource portal and brand marketing. Based on the Summit evaluation survey feedback, ninety-three percent (93%) of attendees agreed that the summit's goals were met.



FRONT DOOR SUMMIT
Enhancing the Front Door Experience: Connecting and Collaborating

September 25, 2017

8:00 am to 9:00 am	Registration and Continental Breakfast
9:00 am to 9:15 am	Morning Welcome: Joan Christopher, Master of Ceremonies Andrew Reese, Director, DDS
9:15 am to 9:30 am	Opening Round
9:30 am to 11:00 am	Activity: Cultural and Linguistic Competence: It All Starts at the Front Desk Tawara Goodie, Dr. Vivian Jackson, Georgetown University's National Center on Cultural Competence
11:00 am to 11:15 am	Break
11:15 am to 12:45 pm	Activity: Charting the LifeCourse: Reframing the Front Door for ALL Dr. Michelle Reynolds, University of Missouri-Kansas City's Institute for Human Development, National Community of Practice on Supporting Families
12:45 pm to 1:45 pm	Lunch
1:45 pm to 1:55 pm	Afternoon Welcome: Laura Newland, Director, DCOA
1:55 pm to 3:10 pm	Activity: Agency Speed Networking and Managers' Break Out Session
3:10 pm to 3:25 pm	Break and Afternoon Snack
3:25 pm to 4:20 pm	Presentation: DC Support LINK Internal Marketing and Resource Portal Overview NWD Team, Seaberry Design and Trilogy Integrated Resources
4:20 pm to 5:00 pm	Closing Reflections

**DISTRICT OF COLUMBIA
COMPREHENSIVE PLAN FOR THE NATIONAL CAPITAL: DISTRICT ELEMENTS
SECOND AMENDMENT CYCLE**

DC NO WRONG DOOR AMENDMENTS

NEW POLICY: Improving Access to Long-Term Supports and Services for people with disabilities, older adults, and their families (Lead Agencies: DDS, DHCF, DCOA, DHS, DBH)
Continue to develop a person/family-centered, linguistically and culturally responsive "no wrong door" system across District agencies that can better support the needs of people with disabilities, older adults, and their families by providing them with links to government and community-based resources such as long-term services and supports, regardless of their point of entry into the District's service system.

NEW ACTION: Connecting District Residents to Resources (Lead Agencies: DDS, DHCF, DCOA, DHS, DBH)
The District shall develop, deploy and maintain a digital resource portal that disseminates resources on a cross-agency basis to better connect people with government and community-based resources.

NEW ACTION: Improve Coordination and Service Delivery among District Agencies (Lead Agencies: DHCF, DDA within DDS, DCOA)
Enhance cross-agency communications to support enhanced coordination and service delivery by creating a unified cross-agency case management system.

NEW ACTION: Advance Person/Family-Centered Practices (Lead agency: DDS, Support Agencies: DCOA, DHCF, DBH)
The District shall develop Person-Centered Thinking training and other forms of outreach and engagement for Long-Term Services and Supports agencies.

NEW ACTION: Advance Cultural and Linguistic Competency (Lead Agency: DDS, Supporting Agencies: DBH, DHS, DCOA, DHCF)
Enhance and embed cultural and linguistic competence within and across District agency

- The NWD team submitted amendments to the District's Comprehensive Plan to reflect the District's commitment, plans and actions for a No Wrong Door system for LTSS. Amendments in the following area were submitted: (1) Improving access to LTSS; (2) Improving coordination of service delivery among District Agencies; (3) Advancing Person/Family Centered Practices; (4) Advancing Cultural and Linguistic Competence.
- The District's Department of Human Resources (DCHR) commenced registering and tracking all District employees for their District of Columbia's Person-Centered Counseling Training, increasing attendance numbers in agencies outside of the core No Wrong Door partners. This increased visibility and sustainability of the training.
- DDS, which is the lead agency for the District's NWD initiative, continued its multi-year effort to become a Person-Centered Organization. DDS is committed to looking at all of its systems and processes to ensure that they are person-centered. Through this process, DDS has trained its managers in a person-centered approach to Employee Satisfaction and in Person-Centered Supervision. DDS has also created a series of working groups with employees at all levels of the agency to improve PCT skills and resources and to look at internal coordination, communication and culture. DDS leads the District's LTSS efforts in

PCT. Its efforts will be shared and will serve as a model for other agencies.

- The NWD team recommended common performance measures to Leadership Council related to person and family centered thinking practices that can be incorporated into staff and agency performance goals for fiscal year 2018.
- The District was one of ten states selected to participate in a National Community of Practice (CoP/CLC) on Cultural and Linguistic Competence in developmental disabilities focused on systems transformation. A significant portion of the application was built around the work already taking place through the NWD initiative on cultural and linguistic competence. In terms of sustainability, NWD staff are exploring opportunities to braid the two initiatives, which will continue the work on embedding CLC elements within policies, practices, and structures.
- The District is the first state in the nation to braid both the International Learning Community for Person Centered Practices curriculum and the LifeCourse principles. The goal for FY18 is for this to be shared and serve as a national model for person and family centered thinking training.

Challenges

Challenge: Ensuring sustainability and ownership of DC Support Link activities across the District's health and human services agencies once the federal implementation grant period has ended.

Strategy: The NWD team, in collaboration with subject matter experts, facilitated the development of a sustainability plan. Members of the NWD Leadership Council were interviewed to discuss cross-agency sustainability and coordination of NWD activities. As a result of the interviews, a sustainability plan was drafted highlighting areas of commonality, shared priorities and strategies for sustainability.



Measurable Outcomes

- As a result of attending the DC Support Link Front Door Summit:
 - Seventy-three (73) staff from seven District government agencies attended a Front Door Summit focused on capacity-building and networking across agencies.
 - Approximately 93% of survey respondents agreed that they have developed a stronger LTSS network for ongoing collaboration.
 - Approximately 94% of survey respondents agreed that they felt comfortable providing input regarding strategies for improve the customer experience at the Front Door.
 - Approximately 87% of survey respondents agreed that they have the tools and understanding to help people in need of LTSS make better and strong connections to public and private supports and services.
 - Approximately 94% of survey respondents agreed that the DC Support Link Resource Portal is a

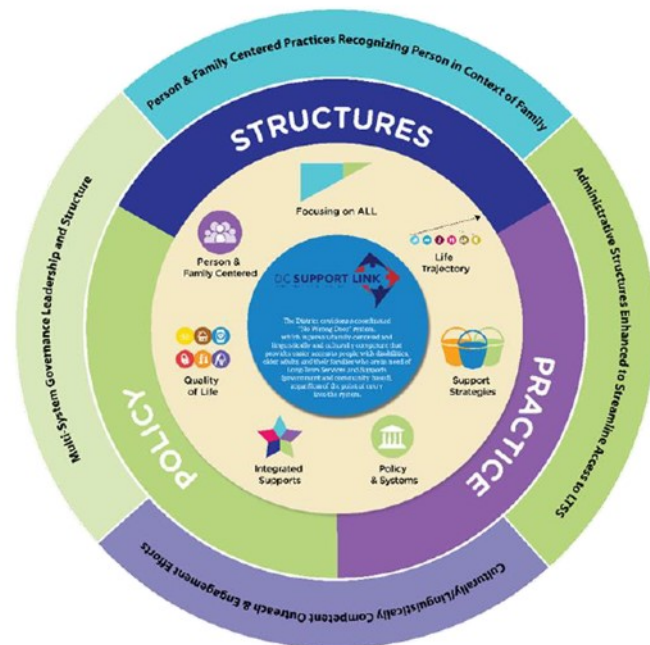
valuable tool.

- Approximately 85% of survey respondents agreed that their job performance will be more effective overall as a result of this summit.
- DCOA estimates gaining an additional \$2.6 million in their 2018 budget as a result of Medicaid claiming.
- Amendments were submitted to the District's Comprehensive Plan that reflect the District's commitment, plans and actions for a No Wrong Door system on LTSS will support the sustainability of improved access to LTSS for older adults and people with disabilities and will provide District wide recognition.
- Participated in the ACL NWD Outcomes Workgroup facilitated by Lewin Group and provided outcomes measures and feedback for discussion.

Products & Distribution

- Developed summary of Front Door Summit and presented it to NWD Leadership Council members.
- Drafted a NWD sustainability plan highlighting areas of commonality, shared priorities and strategies for sustainability and shared with NWD Leadership Council.
- Internally launched NWD resource portal to government partners and presented at DC Support Link Front Door Summit.
- Produced Internal Marketing Campaign materials (e.g., One-pager on NWD/DC Support Link, Difference Makers Booklet, FAQs, PCT tools & skills kit, PCT/Cultural and Linguistic Competency Booklet) to launch the rebranding of No Wrong Door, so as to communicate the benefits to agency partners and ultimately to persons and families in need of LTSS.

DC Support Link Golden Circle





Person-Centered Thinking

"When people not used to speaking out are heard by people not used to listening, then real change is made."— John O'Brien

Activities and Accomplishments

The District's NWD initiative has organized its goals for person-centered counseling into two areas: achieving consensus and sustainability. The NWD initiative accomplished the following in support of the District's stated goals and objectives:

- The Department on Disability Services (DDS) and Department of Health Care Finance hosted the District of Columbia's Person-Centered Counseling (PCC) Training twice per month. NWD staff received positive verbal feedback from service providers and the DC Coalition on Long-Term Care Coalition representatives attending the training, who offered that the commitment of DDS and DHCF highlights both agencies' investments in improving LTSS outcomes for people and families.
- The District's Human Resources Office began registering and tracking all District employees for the District of Columbia's PCC Training (PCC Training). This has raised attendance numbers from 11 agencies outside of the core No Wrong Door partners, such as DC Courts, Department of Corrections, and child and youth serving agencies.
- During this reporting period, the District trained:
 - 468 learners through the PCC Training
 - 20 learners through the Department of Behavioral Health's *Treatment Planning for Person-Centered Care*
 - 37 learners through the Department on Disability Services' *People Planning Together Training*

The continuing high number of registrants (average of 78 per month of PCC Training alone) for such a time-intensive training (two full workdays) demonstrates the effective promotion of the training by District partners and positive feedback from the first half of FY17 training.

- The DC Board of Nursing approved District's PCC training for 1.2 continuing education units (CEUs) for nurses. This is in addition to the 14 credit hours reapproved for social workers.

Get to know your Learning Community

Vision:
People of all ages living within the District of Columbia are respected to lead their own lives, are viewed through strengths and relationships, and receive culturally and linguistically competent supports needed to achieve their personal and health goals.

Mission:
We are creating a safe space to share experiences with offering and receiving person and family centered practices in order to identify and recommend actions we can take to create a community within which all people are welcomed and free to live and contribute.

Core Values:

- Strive for cultural understanding
- Value everyone's contributions and opinions equally
- Continuously seek opportunities for learning and development
- Maintain an encouraging, welcoming, and open environment
- Embrace and drive change
- Share learning generously
- Embrace differences

The District of Columbia's Person-Centered Thinking Learning Community

August 25, 2017
10 AM - 12 PM
DDS, 250 E Street, SW
Robert Bobby Coward Room

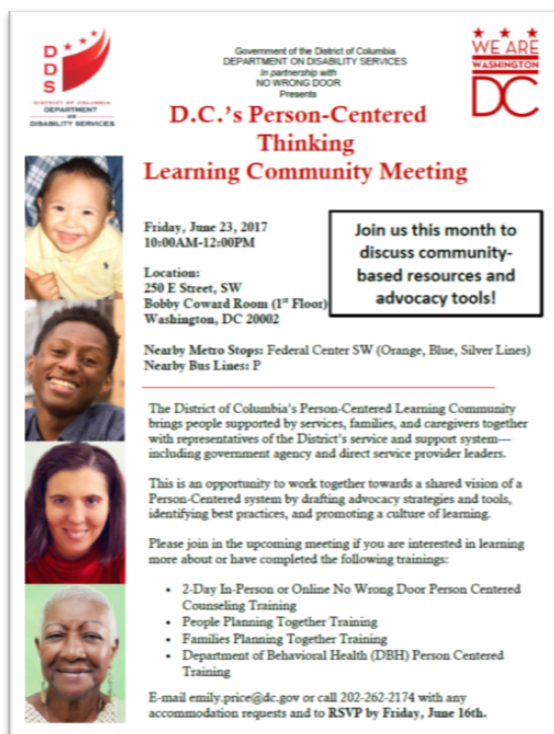
Meeting facilitated by:
Emily Price, No Wrong Door Initiative

Attendees:
Person Centered Thinking Champions across the District of Columbia

10:00-10:15AM	Introductions and Opening Round
10:15-10:30AM	Presentation on LifeCourse and PCT Integration by Lisa Meyer
10:30-11:00AM	Person-Centered Definitions and Competencies Review Part II
11:00-11:30AM	October Workshop Planning
11:30-11:45AM	Conversation with Deb Cotter, Independent Living Program Specialist with ACL's Independent Living Administration
11:45-12:00PM	Closing Round

Verbal and written responses indicate that this has encouraged learners to attend the PCC Training while meeting licensure requirements. A FY18 goal is to expand professional board approval of the training for vocation rehabilitation counselors and home health aides. Expanding the network of professional boards approving continuing education units for the PCC Training will enhance its visibility and help establish it as a foundational course for all professionals involved in LTSS service delivery—at the front door and in the field.

- Seventy-eight total post-training evaluations completed during this reporting period (see attached) received approximately 94% positive responses. These evaluations, in addition to those completed in FY16, provide baseline data for determining whether staff acquired key concepts/knowledge related to person-centered counseling and the No Wrong Door initiative. This baseline will enable us to assess behavior changes based on application of acquired knowledge from the end of this fiscal year into the next.



- Convened 3 PCC workgroup sessions with representatives from the 5 core partners to discuss priorities for each agency and outline strategies for sustainability of training for the District. This workgroup is a necessary platform to discuss more finite details of person-centered practice implementation per agency. It also guides the No Wrong Door team on next steps and priorities for each agency in FY18.
- The NWD team met with 5 out of 5 core partner executive teams to present person-centered competencies and evaluation criteria. This was necessary to build consensus on outcomes sought prior to moving into FY18.
- The NWD team attended a combination of 21 listening sessions and work groups hosted by agency partners and affiliates on the current state of LTSS delivery and care

coordination. The lessons learned from the attending the listening sessions are that the person-centered practices and tools used at the front door should link to person-centered plans, and agencies should limit the mandated use of person and family centered tools. The NWD team recommended that, instead of a mandate or policy in place, (a) offer the tools via the DC Support Link resource portal, and (b) continue to train staff on using person and family centered thinking skills as a method to enhance relationship building and service delivery at the front door. The team also recommends that agency-provided technical assistance, provider-monitoring tools, and person-centered plans are aligned with person-centered practices.

- Presented on person and family centered practices at the DC Support Link Front Door Summit. This greatly enhanced the foundational knowledge many attendees gained through the PCC Training and

offered a chance for learners to ask questions to a national subject matter expert on person and family-centered practices. (See Front Door Summit Summary)

- # Person Centered Tools Identify Elements of Social Determinates of Health and Lead to Action Planning

Learning Community for Person Centered Practices. Subject matter experts from the National Center for Cultural Competence participated in the current training with a PCC training mentor within a core partner agency, with both committed to enhancing the training.

- Drafted caregiver advocacy tools and planning guides for use throughout the lifespan in collaboration with national subject matter experts. This was at the request of people with disabilities and families supported through the Supporting Families Community of Practice and the DC Learning Community.

DDA Front Door Tool:
Person-Centered Planning For Supports & Services

Within 5 business days of receiving an inquiry regarding DDA services, the Community Outreach Specialist will coordinate a visit with the applicant, and anyone they identify to participate; to complete an initial person-centered planning, using this tool.

Person's Name: _____ Date: _____

DDA Intake & Eligibility Determination Unit Staff: _____

I. Circle of Support
ASC: Who does the person want to participate in this process? Are they present?

Name	Relationship	Contact Information	Present? (Y/N)

II. Summary of Immediate Long Term Services and Supports Needs:
For each of us, there are areas of our life that are working well and areas that are not working, that we would like to change. Simply asking a person what is working and not working in their life can give us a lot of important information. We can use this to help us understand what really matters to people and to plan for changes if needed.

	Working	Not Working
Perspective of the Person		
Perspective of the Family (if applicable)		

The self-advocacy guide for older adults was also specifically requested by DCOA and reinforces its commitment to keeping people at the center of decisions about their own long-term supports and services.

- Drafted a current state assessment with subject matter experts on family-centered practices of the 5 core partner agencies. This draft will be turned into a final report in FY18 and will that include existing promising practices and areas on which to direct alignment efforts.

- The DC PCC Training was adapted in May for the District's Rehabilitation Services Administration (RSA). 170 RSA employees took the 2-day training and provided recommendations on training enhancements, such as including vocational service case studies. Part of the success of this approach is that it empowers PCC trainers, providing them with

case studies and stories that are relevant to learners within various fields and incorporating principles of employment first into the District's person-centered thinking curriculum.

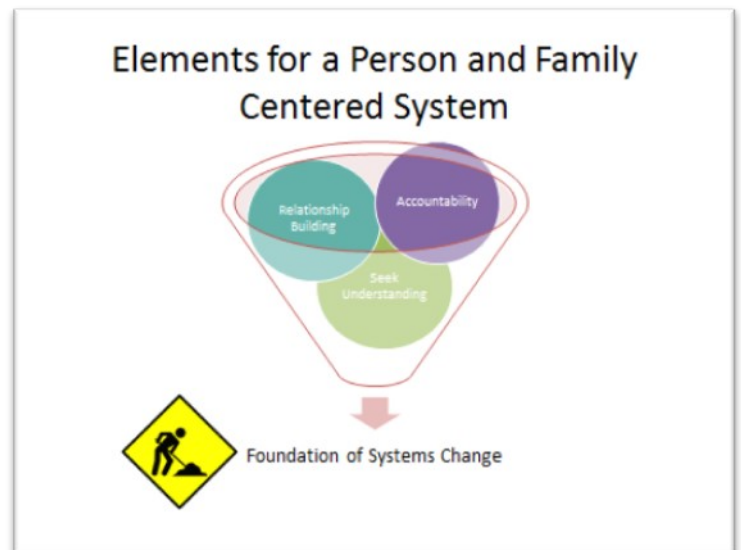
- DDS' Developmental Disability Administration (DDA) continues to use the Front Door Tool that was developed in October 2016 in coordination with the NWD project staff. That tool guides intake counselors to use PCT skills and the LifeCourse Framework to create a person-centered plan for each person at the start of the intake process and to make early referrals to community resources, where appropriate. The tool also includes a guided conversation to assess a person's interest in employment. This has led to conversations with the DC Rehabilitation Services Administration (RSA) aimed at creating a streamlined intake for DDA and RSA together, which would be used when a person with intellectual and developmental disabilities applies to DDA for LTSS and expresses an interest in employment.
- The Aging and Disabilities Resource Center (ADRC) has included Person-Centered practices in SMART goals across all staff teams including ADRC supervisors, Community Transition, Community Social Work, Medicaid Enrollment, and Information and Referral/Assistance. DCOA is in the process of identifying an intern to assist with the development and implementation of a pilot evaluation on the success of person-centered practice in Community Transition and Community Social Work services with an anticipated start in November, 2017. DCOA will partner closely with the No Wrong Door team on this effort. DCOA is

also expecting to pilot this study with its lead agency of its Senior Service Network. DCOA included expectations about participating in training and the evaluation pilot for the Ward 8 lead agency in FY18 proposal requests.

- In August, the Network Development Division within DBH started to use person-centered tools at staff meetings. Additionally, the NWD Person-Centered Practices workgroup representative for DBH launched an initiative to use person-centered tools with the DBH provider community in order to improve technical assistance and supplement existing monitoring tools. This demonstrates the potential impact that person-centered practices are having at the organizational level and the systems changes that are occurring beyond the front door of supports and services.
- In August, DC Cross Connect a DHS initiative, began offering a new mandatory training for DHS internal staff and TANF, homeless services, and rapid rehousing service providers that includes person-centered thinking concepts. A DC Cross Connect team, including a NWD Person-Centered Practices workgroup representative for DHS, developed this training and will offer it through December 2017. This supports communities beyond the LTSS system.

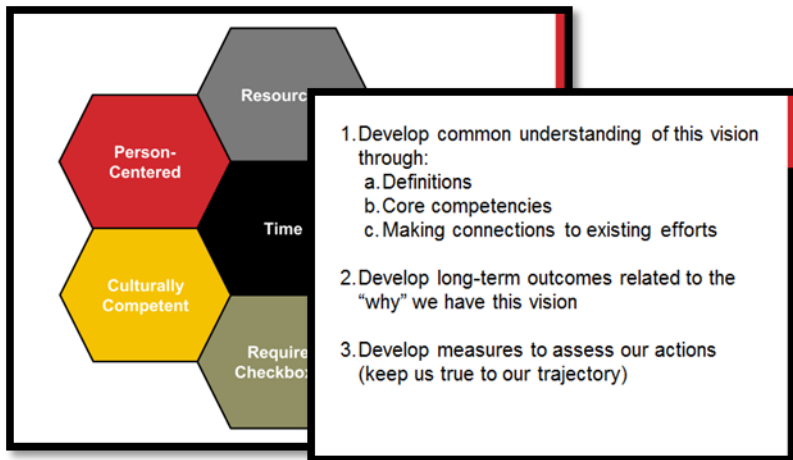
Measurable Outcomes

- On-going twice-monthly DC Person-Centered Counseling (PCC) Training hosted and facilitated by District agency partners.
- District's Human Resources is now overseeing District employee registration for PCC Training.
- 94% positive results achieved in post-PCC Training evaluation.
- Increase from 4% to 31% in community partner representatives of total PCC Training attendees in this reporting period.
- 14 contact hours reapproved for social workers and 1.2 continuing education units approved for registered nurses and licensed practical nurses.
- Shared outcome measures developed with subject matter experts to determine the quality of the person-centered training efforts, with 5-core agency's executive teams and their designees.
- Common definitions and competency criteria for person-centered practices were discussed with 5 out of 5 core agency executive teams and their designees.
- NWD PCC lead was invited to sit on 2 standing workgroups with strategic partners: DC Positive Accountable Community Transformation (through DC Primary Care Association) and Customer Care Workgroup (through the DC Office of the City Administrator).
- NWD PCC lead was invited to offer technical assistance to 4 out of 5 core agency partners on an on-going



basis in order to pilot additional person-centered practices and enhance existing systems.

- 100% of DC Support Link Summit survey respondents indicated understanding how the core principles of Charting the LifeCourse support change for people in need of LTSS and their families across the lifespan.



- Completed an enhanced version of current PCC Training clarifying linkages to family-centered LifeCourse tools and principals.
- Obtained draft of a current state analysis of family centered practices, incorporating responses and findings of 5 out of 5 core partner agencies.
- In partnership with UMKC-Missouri and NASDDDS, drafted LifeCourse products to

provide to agency partners, referral sources, service providers, and stakeholders in FY18. District, including, "Employment Trajectory" for the People Planning Together Training; "DC Toolkit for Discovery in Employment"; "DC Yellow Book on Employment", "DC Advocacy Guide Across the Lifespan", "Life Experiences Kit" and "Good Life Portfolios.

Challenges and Responses

Challenge: Ensuring sustainability of Person-Centered Counseling Training for core LTSS District agencies.

Strategy: Distributing suggested language for trainer performance goals to partners and supporting training coordination tasks with core partner agencies.

Strategy: Getting approval for CEUs for registered nurses and licensed practical nurses.

Strategy: Attending workgroups to strategically link person-centered thinking and tools to District-wide priorities.

Strategy: Enhancing current training to highlight its relevance to District partners beyond the length of the No Wrong Door grant.

Challenge: Achieving consensus on a common approach to person-centered counseling for intake, referral, eligibility and outreach staff to use across the LTSS system.

Strategy: Presenting common definitions, core competencies, and outcome measures to executive teams and designees of five core partner agencies.

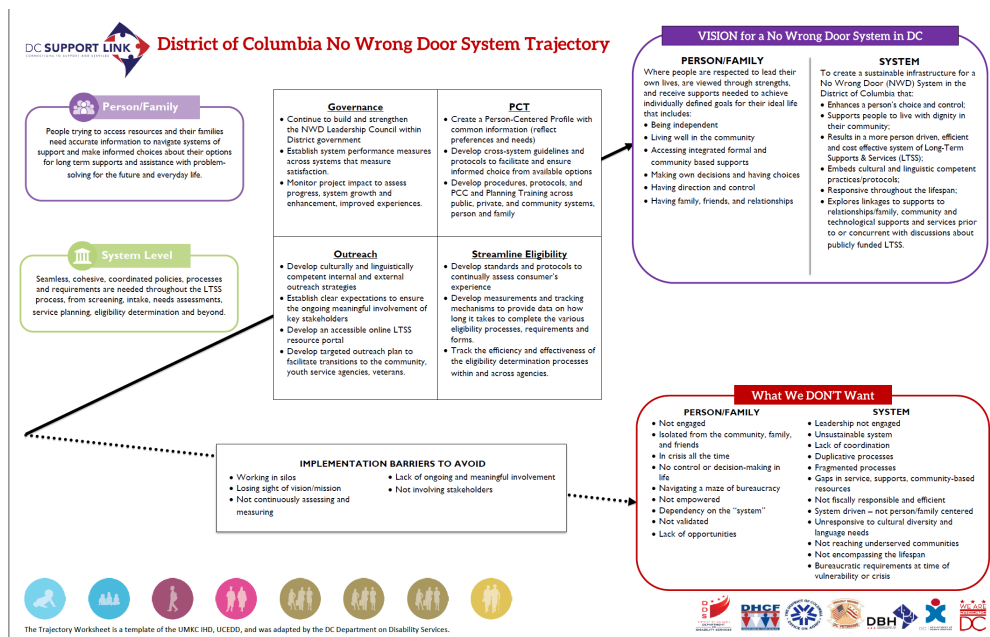
Strategy: Offering technical assistance to partner agencies seeking to pilot person-centered practices and competencies.

Strategy: Providing a platform for dialogue through the person-centered practice workgroup and DC Person and Family Centered Thinking Learning Community.

Strategy: Convening a Front Door Summit with 7 District agencies that focused on capacity-building and the beginning of an infrastructure for networking between agencies.

Products & Distribution

- Updated and distributed PCC Training announcements and PowerPoint presentations of PCC training across LTSS partner agencies and stakeholder groups, including information on registration through DCHR for District agency staff.
- Shared PCC Training coordination tasks with core partner agencies.
- Distributed District PCC Training post-evaluations to learners, and presented PC Training Evaluation Summary to person-centered practices workgroup to promote continuous quality improvement.
- Distributed suggested SMART goals for staff and PCC Trainers to core partner executive team members and designees.
- Distributed person and family centered practice competencies to core partner executive teams and designees.
- Distributed the Person-Centered Learning Community Vision and Mission drafted last reporting period to approximately 460 contacts.
- Modified the LifeCourse products for the District of Columbia, to distribute in FY18 to agency partners, referral sources, service providers, and stakeholders.
- Presented on the following to promote person and family-centered thinking practices:
 - *DC Promising Practices on Person-Centered Thinking* within the Person and Family Centered Practices in ADRCs and a No Wrong Door panel at the National Home and Community-Based Services Conference on August 29, 2017.
 - *Integration of LifeCourse Principles into Person-Centered Thinking Training* at the National LifeCourse Conference on May 17, 2017.
 - *Using Person-Centered Thinking Discovery Tools to Assess Social Determinants of Health* at the MAPing (Measuring, Assessing, Planning) the Use of Social Determinants of Health Data in the District conference on April 18, 2017.





Public Outreach & Engagement

"Tell me and I'll forget, show me and I may remember, involve me and I'll understand."— Chinese Proverb

The District aims to establish a NWD system that continuously shares information and knowledge on accessing LTSS while also having meaningful engagement that involves partnerships, with two-way interactions that are mutually beneficial at all levels (leadership, agency staff, individuals/families and community). Cultural and Linguistic Competence (CLC) has been an integral component to our approach with outreach and engagement (see separate section on CLC). In the last six-month period, the NWD initiative accomplished the following in support of the District's stated outreach and engagement goals and objectives.

Activities and Accomplishments

• Outreach and engagement activities include presenting and/or participating at:

- Age-Friendly DC
- Office of the City Administrator Customer Care Workgroup
- DC Front Door Summit
- DC Long-Term Care Coalition
- DC Person/Family-Centered Learning Community
- DC Primary Care Association
- Department on Health Care Finance
- Department on Disability Services - Service Coordination Unit
- Department on Disability Services - Provider Coalition
- Department of Behavioral Health -- Access Helpline and Assessment and Referral Center
- Department of Human Services -- Adult Protective Services and Strong Families
- Office on Aging -- ADRC
- Developmental Disabilities Council
- National HCBS Conference



DC SUPPORT LINK CONNECTIONS TO SERVICES AND SUPPORTS (ALSO KNOWN AS NO WRONG DOOR)

"Person-centered planning creates a space of empowerment—a level playing field—that allows for consideration of personal preferences as well as health and safety needs, without unnecessarily restricting freedoms."

—Sharon Lewis, Former Commissioner, Administration on Developmental Disabilities and Principal Deputy Administrator of ACL

Long-Term Services and Supports

DC Support Link uses Person/Family-Centered approaches and Culturally/Linguistic competent practices with people and their families in need of long-term services and supports that are flexible and put the person seeking assistance at the center of the decision-making process.

DC Support Link is working with key government agencies and public programs to streamline LTSS access and eligibility processes.

Department on Disability Services
Department of Health Care Finance
Department of Behavioral Health
Department of Human Services
DC Office on Aging

Mayor's Office of Veterans Affairs
DC Support Link is providing support to public service staff so that they are equipped with the knowledge

and skills needed to offer Person/Family-Centered counseling, guidance and planning support.

DC Support Link Benefits

DC Support Link is designed to address the frustrations many people and their families experience when they need to obtain information about and/or gain access to LTSS.

DC Support Link raises visibility of the full range of available options; provides objective information, advice, counseling and assistance; empowers people to make informed decisions about their LTSS; and helps people access public and community LTSS programs.

Through DC Support Link, people receive unbiased and reliable information and guidance, regardless of where an individual starts, so that they can choose their preferred long-term services and supports to live with dignity and be fully included in their communities.

- NWD Leadership Council
 - Olmstead Plan Workgroup
 - Supporting Family Community of Practice
 - University of Maryland Disability Summit
 - University of Missouri-Kansas City Supporting Family Community of Practice Annual Meeting
- Internally launched the rebranding of No Wrong Door to communicate the benefits of the DC Support Link Network to agency partners at a Front Door Summit.
 - Engaged new partners in youth and child-serving agencies such as DC Public School's Early Stages Program, Child and Family Services Agency, Office of the State Superintendent for Education, and HSC Pediatric Healthcare System.
 - Developed and distributed an electronic newsletter to provide ongoing communication of NWD activities and progress to public and community stakeholders. As part of this effort, the most recent NWD newsletter was shared with over 1,000 recipients across 5 core interagency partners including advocates, families, providers, state agency staff, community stakeholders and the Leadership Council. This level of outreach would not have been accomplished without our partner agencies, who have shared contact lists and connected us with their stakeholders.
 - Produced Internal Marketing Campaign materials (e.g., One-pager on NWD/DC Support Link, Difference Makers Booklet, FAQs, PCT tools & skills kit, PCT/Cultural and Linguistic Competency Booklet) to launch the rebranding of No Wrong Door, so as to communicate the benefits to agency partners and ultimately to persons and families in need of LTSS.
 - Collaborated with a national subject matter expert to develop visual tools to inspire action about the District's NWD system and communicate the effectiveness of the initiative. These visual tools include a NWD Golden Circle and a Trajectory based on a logic model.
 - Successfully reported NWD activities in the District's Olmstead Plan to support involvement and engagement with people and families through culturally and linguistically competent practices and person/family-centered approaches.
 - Developed a unified NWD marketing campaign across agency partners.
 - Collaborated on the District's Age-Friendly initiative to include NWD activities to strengthen access to LTSS through community support and health services.

DC SUPPORT LINK Connections to Support and Services

FREQUENTLY ASKED QUESTIONS

What is DC Support Link?



DC Support Link (also known as No Wrong Door) is a coordinated system designed to support people in the District of Columbia in need of Long-Term Services and Supports (LTSS) to live successfully in the community.

People in need of LTSS who may require support from more than one agency often begin the intake process by having to retell their experiences repeatedly. With DC Support Link, regardless of where an individual starts, DC Support Link partners can help them understand their options, support them in their decision-making process, and help them access services quickly by only telling their story once. The information received from DC Support Link and its partners will enable people with disabilities, older adults, and their families/caregivers to make informed choices regarding the LTSS they prefer and need in order to live with dignity and be fully included in their communities.

DC Support Link is funded by the Administration for Community Living (ACL), Centers for Medicare and Medicaid Services (CMS), and the Veterans Health Administration (VHA).

Who are DC Support Link Partners?

Department of Behavioral Health
Department of Disability Services
Department of Healthcare Finance
Department of Human Services
DC Office on Aging
Mayor's Office on Veterans Affairs

The goal is to continue to expand DC Support Link Partners to include child and youth serving agencies, hospitals, providers, primary care, managed care organizations, and more.

What are the benefits of DC Support Link?

DC Support Link helps individuals to access long-term services and supports in a way that is person/family centered, culturally and linguistically competent, and without having to retell their story over and over again. DC Support Link can help people understand all of their options and provide decision-making support related to those options.

For caregivers and family members: DC Support Link can take the mystery out of where to turn for help when trying to find support for a loved one, who is growing older and/or has a disability, or has long-term health issue. DC Support Link can also help coordinate and track referrals so that families and the individuals they are supporting do not fall through the cracks when being served by multiple providers. DC Support Link is a safe environment for individuals to share information (with consent) so that services can be more easily coordinated.

For staff, managers, and directors of partner agencies: DC Support Link can save time and money by decreasing or even eliminating duplicative administrative processes and documentation.

It can also help staff better track what is happening with an individual over time, across providers.

For communities: DC Support Link enhances knowledge and information about community and District government partners and add collaborative efforts.

What changes will DC Support Link initiate?

- Information is coordinated between key agencies so that service-users are not repeatedly required to "retell their story."
- There is better monitoring and tracking of service user progress between District agencies.
- There is recognition that people should be supported to self-direct their LTSS.
- Better collaborations, coordination and referral pathways will improve service user experience.
- DC Support Link is improving partnerships and collaboration between District agencies.

Who manages DC Support Link?

In the District of Columbia DC Support Link is led by a Strategic Leadership Team that includes the Department on Disability Services/Developmental Disabilities Administration, DC Office on Aging, Department of Health Care Finance, Department of Behavioral Health, the Department of Human Services and the Mayor's Office of Veterans Affairs.

Challenges

Challenge: Continuing to expand outreach and engagement to include more District agencies and stakeholders that provide LTSS, such as child and youth serving entities, providers and hospital/primary care.

Strategy: Coordinated introductory meetings and presented on NWD to the Office of the State Superintendent of Education, District of Columbia Public School's Early Stages, and HSC Pediatric healthcare system, as well as engagement with community provider coalition.

Challenge: Maintaining ongoing efforts to sustain buy-in and gain new partnerships by effectively communicating the NWD vision and mission on LTSS.

Strategy: Produced varied communication tools, such as internal marketing materials, and visual tools, such as a NWD Golden Circle and Trajectory, that can be presented at stakeholder and agency meetings.

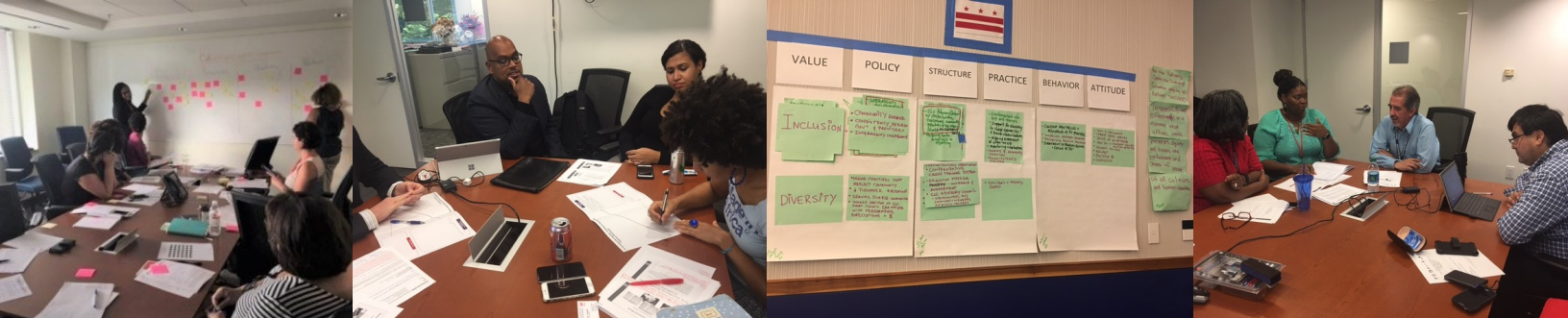
Measurable Outcomes

- The outreach and engagement strategies for the Front Door Summit were achieved by 70+ people across organizational levels from 7 District agencies building network connections both at the manager and intake staff level, and developed baseline competencies in PCT and CLC approaches to intake.
- Newsletter shared with over 1,000 recipients across 7 core interagency partners and their stakeholders.
- Created and disseminated internal outreach materials to intake staff from 7 District agencies.



Products & Distribution

- Developed internal agency marketing materials to launch the rebranding of No Wrong Door to communicate the benefits to agency partners (one-pager, FAQ, Difference Makers brochure, and PCT/CLC brochure).
- Developed a NWD Golden Circle as a visual tool to inspire action at all levels (leadership, staff, individual, and community).
- Generated a NWD Trajectory using the LifeCourse tools to visually communicate the Vision for a NWD system, NWD activities to achieve the vision, and potential barriers.



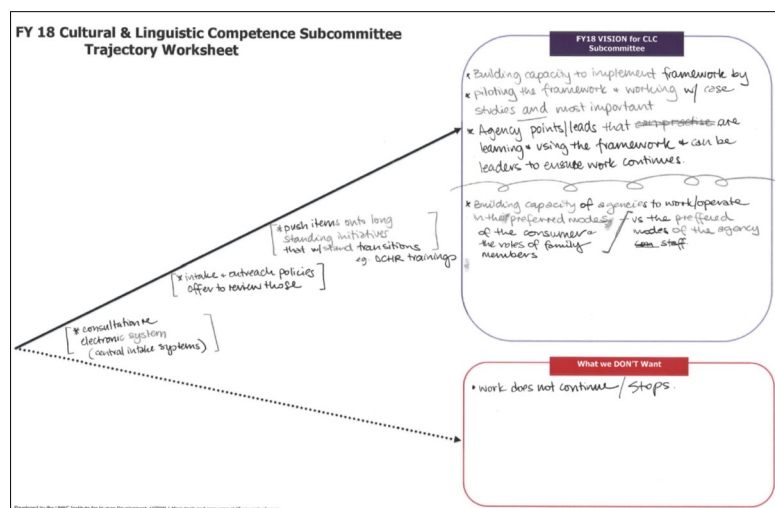
Cultural & Linguistic Competence

"Our cultural strength has always been derived from our diversity of understanding and experience." — Yo-Yo Ma

In the last six months, through the NWD initiative, the District has been working to align its mission and common values on cultural and linguistic competence (CLC) to enhance access for people and families in need of LTSS. This very important component is an essential lens applied throughout the entire project and maintains a critical role in our approach to building a no wrong door system that is culturally and linguistically competent. The NWD Initiative accomplished the following in support of the District's stated CLC goals and objectives:

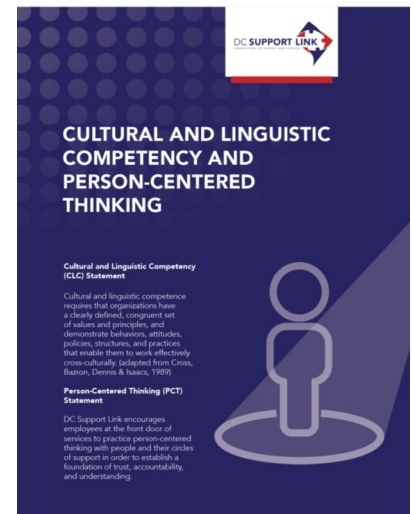
Activities and Accomplishments

- Collaborated with national subject matter experts on embedding CLC throughout the NWD system, which includes developing a CLC definition and framework, embedding CLC within the Person/Family-Centered curriculum and trainings, and customizing the Resource Portal and Unified Clinical Case Management system to reflect CLC elements.
- Facilitated a monthly CLC interagency working group with representatives from the 5 NWD core partner agencies, plus the Department of Parks and Recreation, Interagency Council on Homelessness, and the Mayor's Office of Veterans Affairs.
- The District's Interagency Council on Homelessness will be utilizing the NWD CLC definition and framework to develop strategies for their providers to better support members of the LGBTQ community seeking homelessness services.
- The District was one of ten states selected to participate in a National Community of Practice (CoP/CLC) on Cultural and Linguistic Competence in developmental disabilities, which is focused on systems transformation. A significant portion of the application was built around the work already taking place through the NWD initiative on cultural and linguistic competence. NWD staff has begun exploring



opportunities to braid the two initiatives to continue the work on embedding CLC elements within policies, practices, and structures, which will support sustainability.

- Presented to the District's Department on Disability Services' Expanded Leadership Team on cultural and linguistic competence through the NWD lens. DDS Managers and supervisors participated in a NWD CLC Framework activity to discuss ways to embed CLC elements at the Front Door to LTSS through policies, practices, and structures.
- Continued to collaborate and provide technical assistance on embedding CLC practices within Person/Family-Centered curriculum and trainings.
- Presented at Front Door Summit on cultural and linguistic competence at the front door to provide foundational knowledge of CLC to front door staff and leadership across seven District partnering agencies
- Provided interpretation services at NWD events and translation of materials into Spanish and Amharic to strengthen participation and engagement.
- Collaborated with DDS' Human Resource Department to enhance the content of an agency-wide training on cultural competence.



Challenges

Challenge: Embedding CLC elements at all organizational levels in policies, practices, structures, behaviors, and attitudes

Strategy: Begin with reviewing current intake/communication/engagement policies and practices in reference to cultural and linguistic competence and provide recommendations to agency partners.

Challenge: Ensuring sustainability and ownership of the CLC work throughout the NWD system.

Strategy: Obtain commitment from the NWD Leadership Council to advance and sustain technical assistance, funding, and staffing.

Strategy: Leverage the resources of the National Community of Practice on CLC to continue the work of the CLC cross-agency subcommittee for an additional 4 years.

Measurable Outcomes

- Increased awareness of cultural and linguistic competence for NWD partner agencies through CLC front door analysis report, development of CLC conceptual framework and definition, and the Front Door Summit.

- As a result of the Front Door Summit:
 - 98% of respondents agreed that they can define culture
 - 98% of respondents agreed that they understand the role of the cultural ambassador
 - 100% of respondents agreed that they understand the key elements for cultural and linguistic competence
 - 100% of respondents will be able to apply the key elements to their roles, responsibilities and job functions

Products & Distribution

- Produced quarterly newsletter focused on Cultural and Linguistic Competency, which was distributed to over 1,000 recipients across 5 core interagency partners including advocates, families, providers, government agency staff, community members and the Leadership Council.
- CLC Framework to be used as a reference document on ways to embed CLC elements within Policies, Structures, and Practices.
- CLC Trajectory developed by the CLC subcommittee to guide year 3 vision and actions.
- Materials translated into Amharic and Spanish.

CULTURAL AND LINGUISTIC COMPETENCE FRAMEWORK Essential elements in a culturally competent system – Organizational Level (These elements must be manifested at every level of an organization or system)

GUIDELINES for NO WRONG DOOR – INTAKE PROCESS WORKING DOCUMENT

SYSTEM	Value Diversity	Conduct Self-Assessment	Manage the Dynamics of Difference	Embed Cultural Knowledge	Adapt to Diversity
Policy and Procedures	<ul style="list-style-type: none"> A mission statement that articulates its principles, rationale and values for providing CLC LTSS (how are we looking at diversity, make it live within the organization) Policy affirmative statement commitment to serve diverse populations/community & valuing diversity of the workforce (staff) & contractors. Policy that speaks to inviting multiple voices and perspectives to inform practice, procedures to inform evaluation and decision making. Policy that support a practice model which incorporates culture in the delivery of services to culturally and linguistically diverse groups. Policies for staff recruitment, hiring and retention that will achieve the goal of a diverse and culturally competent workforce Policy that support community outreach initiatives for those with limited English proficiency and/or populations that are not literate or have low literacy skills. 	<ul style="list-style-type: none"> A definition for a standard to assess against the own agency over time. (PHILOSOPHY) Policy in place around the need to conduct organizational self-assessment periodically by LTSS agencies inclusive of all levels of the organization (look who will be involved in the self-assessment. The diverse communities are involved in the self-assessment process.) Policy on how the self-assessment will be used to enhance the CLC in the system. Policies to periodically evaluate consumer and personnel satisfaction with interpretation and translation services that are provided 	<ul style="list-style-type: none"> Policy frame to address that staff is going to approach life differently and recognizing that cultural issues will come up. Policy to respect peoples differences of staff and among the community we are serving and providers. E.g. strong non-discriminatory practices LGBTQ. Monitoring and evaluation. Policy to acknowledge and respond, recognize to differences for staff, contractors, providers, community. Create an atmosphere of mutual respect. The policy acknowledges respect for differences in populations and staff with the goal of demonstrating mutual respect. Also open door policy. Policies to evaluate the quality and appropriateness of interpretation and translation services. 	<ul style="list-style-type: none"> Who can serve as an interpreters, what does the contract say, staff training for interpreters? What is the content of the knowledge -- need to know about the people such as social determinant of health, history, language preference, working with interpreters. Policy to periodically collect demographic and language needs. (who, what, when --- who needs to know it, what is we need to know, how do we ensure folk know it, how do we assess the effectiveness? Policy to address people need knowledge of CLC and context of NWD and staff's particular position. 	<ul style="list-style-type: none"> Policy to revisit and update, assess regularly, crosswalk with services and support delivery. P Policy that will give space for changes, experience to the staff, changes in demographics (cultural mix) of groups we are serving, economics.
Administration (Influencers)	<ul style="list-style-type: none"> Procedures for staff recruitment, hiring and retention that will achieve the goal of a diverse and culturally competent workforce Ensuring position descriptions and performance measures include skillset of CLC. Allocating resources for ongoing CLC professional development and training at all levels for awareness, knowledge and skills. Fiscal support and incentives (bonuses/recognition of the work-- what motivates?)for the improvement of cultural competence at the agency, program and staff levels. (reference back to brief) e.g. providers, contractors – incentives for any type of 	<ul style="list-style-type: none"> Performance measures that include skill sets related to cultural and linguistic competence Procedures for translation of consent forms, educational materials and other information in formats that meet the literacy needs of people in need of LTSS Procedures to periodically evaluate people's and personnel satisfaction with interpretation and translation services that are provided Engage in individual CLC self-assessment 	<ul style="list-style-type: none"> Procedures to evaluate the quality and appropriateness of interpretation and translation services. 	<ul style="list-style-type: none"> Assure quality of hired services in translation, interpretation, and communication in alternative formats Not just one or two people that can speak to CLC, shared and part of ongoing learning (in SMART goals), add to orientation. Ongoing professional development and training. Methods to identify and acquire knowledge about LTSS beliefs and practices of emergent or new populations in service delivery areas 	<ul style="list-style-type: none"> Processes to review policy and procedures systematically to assess their relevance for the delivery of culturally competent services. Procedures to review periodically the current and emergent demographic trends for the geographic area we serve.

	<ul style="list-style-type: none"> can find opportunities for growth. Know the CLC goals and vision of your organization and its connection to the overall agency objectives. Commit to the process by understanding how CLC impacts your role, and how your role impacts the success of the CLC initiative – making it relevant to the agency's vision/mission. 				
Individuals (across the lifespan) & their Families	<ul style="list-style-type: none"> Structures to assure the meaningful participation of the individual and their families in planning, delivery and evaluation services (speaks to experiences of individuals). (how they are involved in structures to assure) 		there is a reason for behavior, how do people seek care, and respond to services and supports		family support is not the official interpreter, the state must provide
Community	<ul style="list-style-type: none"> Structures to assure the meaningful participation of the community in planning, delivery and evaluation services (back to administration – focus on participation) 	<ul style="list-style-type: none"> Position descriptions and personnel performance measures that include areas of knowledge and skill sets related to community engagement 	local knowledgebase	the neighbor is always changes, revisit	<ul style="list-style-type: none"> Structures to periodically review current and emergent demographic trends to: determine whether community partners are



Streamlined Access to Public Programs

"By giving people the power to share, we're making the world more transparent."

—Mark Zuckerberg

Activities and Accomplishments

The District's NWD initiative has organized its goals for Streamlined Access into three areas: Intake and Referral workflow alignment, the LTSS Clinical Case Management System (CCMS), and Resource Portal development. During this reporting period, the District made progress in all areas. The NWD Initiative accomplished the following in support of the District's stated goals and objectives:

- NWD launched the Resource Portal with government partners at the Front Door Summit, as part of the DC Support Link's internal marketing campaign. The Resource Portal has unified all NWD partner's local content creating the first centralized LTSS information hub, which now includes four core government partners (the Department on Disability Services (DDS), the District of Columbia Office on Aging (DCOA), the Department of Behavioral Health (DBH) and the Mayor's Office of Veterans Affairs (MOVA). Participants at the Front Door Summit provided positive feedback and identified the Resource Portal as a useful resource. Additional feedback will be obtained from partners to enhance the user-friendliness of the Resource Portal prior to its external launch to the public. NWD staff has transitioned the Resource Portal project into Phase 2 for customization. Customization will expand the Resource Portal's content by integrating Person-Centered and the LifeCourse frameworks to create an online environment in which users can access resources and tools to assist them with service planning. Customization efforts will also focus on enhancing the user interface and functionality of the Resource Portal. The Leadership Council will engage in strategic planning regarding uses for the Resource Portal and sustainability requirements beyond the NWD grant funding period.



- NWD staff is a leading member of the interagency Clinical Case Management System (CCMS) Project Management team. The team is guiding implementation activities to ensure that DHCF, DCOA, and DDS transition into a unified LTSS system that can engage people at the front door in manner that is streamlined and enables staff to facilitate connections using core PCT and CLC practices.
- NWD staff chaired an interagency standardization workgroup in preparation for CCMS Phase 1 Kickoff. The workgroup meets bi-weekly to explore standardization of terminology across all CCMS user-interfaces, and to create CCMS-impacted letters, forms, processes, work flow and data specifications. The workgroup identified terminology differences that existed and worked toward align terminology. NWD staff drafted and forwarded “recommendations and impact” statements to the CCMS Executive Steering Committee (ESC) to make final decisions.
- NWD staff has provided technical assistance during CCMS stakeholder requirement elicitation sessions and offered feedback on implementation of the interagency intake module. The focus of the NWD team has been to incorporate key NWD principles across partner agency’s program workflows including intake, screening, and initial service planning. The NWD team’s desired outcomes are to ensure the CCMS is designed to:
 - Engage people in a person-centered manner, while effectively supporting people from diverse backgrounds;
 - Capture vital information pertaining to preferences in a person’s profile to effectively link them to services and supports that reflect those preferences;
 - Facilitate global referrals to and from agency partners for people seeking services from agency partners;
 - Provide access to an individual’s information, referral disposition, and notifications to key staff at each agency;
 - Allow staff to upload and maintain eligibility documents so that they can be accessed by each agency;
 - Facilitate external linkages for individuals to community-based partners;
 - Track NWD performance and outcomes across partners; and
 - Facilitate cross-agency communication and collaboration of services for individuals.
- NWD continues to engage partner agencies in the District of Columbia to leverage opportunities that will expand data exchange between partner agencies’ systems. NWD has initiated preliminary discussions with the Office of the State Superintendent of Education (OSSE) to explore facilitation of referrals between OSSE’s DC Data Vault, which captures data for people in adult education and workforce development programs; CCMS; and the Resource Portal. The opportunity would allow for partner agencies to exchange information to assist individuals with gaining access to adult education, workforce development systems, and LTSS. Capitalizing on this opportunity would be pivotal to expanding the NWD network in the near future with additional partners (Department of Employment Services (DOES), DDS, DHS, DC Public Schools (DCPS), and University of the District of Columbia’s (UDC’s) Community

College). NWD has been invited to DC Data Vault Check-in meetings to explore onboarding as a new partner agency.

- The NWD initiative and the District’s Developmental Disabilities Administration (DDA) were one of only five District agencies to be recognized by the District’s City Administrator for its innovative enhancement of one of the district’s most utilized intake forms. As part of this process, workshops were coordinated to engage directly with the public to identify areas of improvement using insights from behavioral science and a commitment to using plain language. The outcome of this effort was a newly designed DDA intake application prototype that met the requirements of the agency. It was also tested by the public and was found to be easier to accurately complete. Therefore, this will be shared as a potential a model for other agencies.

Measurable Outcomes

- Creation and internal launch of the DC Support Link Resource Portal.
- Increased awareness of the DC Support Link Resource Portal amongst NWD partner agencies through the Front Door Summit.
- 94% of respondents agreed that the DC Support Link Resource Portal is a valuable tool.

Challenges and Responses

Challenge: Exploring CCMS capabilities to support Medicaid Administrative Claiming and its capacity for Interoperability with partner agencies systems (Resource Portal, DC Data Vault, Health Information Exchange. These are action items that are slated to be addressed in Phase 2 of CCMS development. CCMS Phase 2 is projected to occur starting in Fall 2018 and extending beyond the NWD initiative grant period.

Strategy: NWD will engage the CCMS vendor, Focused Ehealth Innovations, with the DC Data Vault designer and Resource Portal vendor, Trilogy, to start preliminary discussions to explore the feasibility of interoperability on any scale and to identify the requirements to achieve this goal. This will then be presented to the Leadership Council so that they can make an informed decision as part of sustainability.

Products & Distribution

- Developed DC Support Link Resource Portal: <http://washingtondc.networkofcare.org/>
- NWD and OSSE Overview PowerPoint presentations
- Created DDA Intake Application Prototype

Products

Governance & Administration

- Summary of Front Door Summit
- Draft NWD Sustainability Plan
- DC Front Door Summit Agenda

Person-Centered Thinking

- Summary of Training Evaluation Responses from April 2017 to September 2017

Public Outreach and Engagement

- Internal agency marketing materials to launch the rebranding of No Wrong Door (one-pager, FAQ, Difference Makers brochure, and PCT/CLC brochure)
- NWD Golden Circle
- NWD Trajectory

Cultural & Linguistic Competency

- Quarterly Newsletter focused on Cultural and Linguistic Competency
- CLC Framework
- CLC Trajectory

Streamline Access to Public Programs

- DC Support Link Resource Portal: <http://washingtondc.networkofcare.org/>
- DDA Intake Application Prototype